

ADOPTED **BUDGET** 2013–14



CITY OF GLENDALE BUDGET MESSAGE

Honorable Mayor and Members of the City Council,

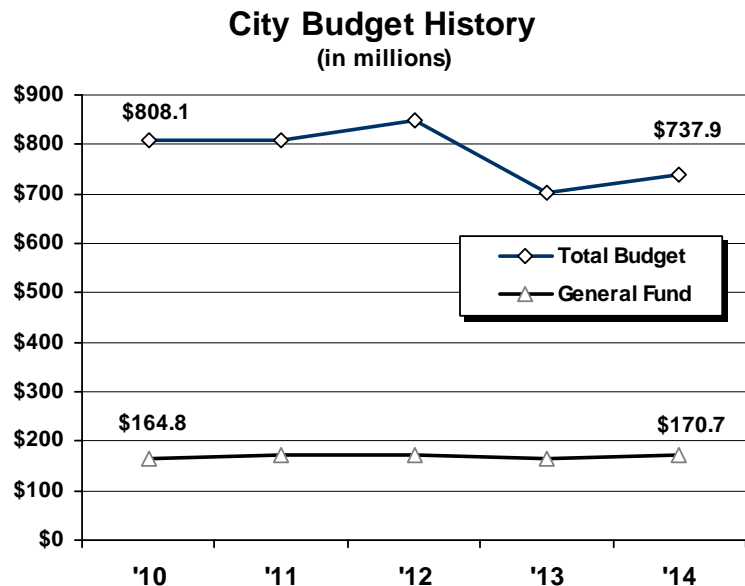
As your City Manager, it is my pleasure to present the adopted budget for all operations of the City of Glendale for Fiscal Year (FY) 2013-14. The slow economic recovery in conjunction with the State's efforts to address its budget deficit by taking resources from cities have combined to make these past few years some of the most difficult budget years in recent history. In spite of the difficulty involved in preparing this budget, however, the managers and staff from each department, as well as the City Council, have approached the challenge in a professional and constructive manner. The focus clearly remains on how to best serve our diverse community - carefully balancing the myriad of needs with limited resources.

The total adopted budget for FY 2013-14 is \$737.9 million and includes all City funds, departments and programs. The General Fund's total budget is \$170.7 million from which the City pays for services commonly associated with local government such as: police and fire services, libraries, parks, public works, and administration.

The budget represents a total of 1,583 full-time salaried positions plus City Council for a total of 1,588 positions. This represents a net decrease of 17 full-time positions from last year and is primarily due to the elimination of vacant positions.

As part of the General Fund balancing strategies for FY 2012-13, the City's authorized personnel count has been reduced from 1,756 to 1,588, which is a 9.6% decrease. Needless to say, the organization is decidedly different today than it was a year ago at this time. Despite the significant reduction in personnel, we believe we have maintained fiscal responsibility and operational effectiveness.

This budget incorporates the policy direction of the City Council for services and programs to address the needs of the community as identified during the four Budget Study Sessions held between May 7th and May 28th of this year. A public hearing on the budget was held on June 11, 2013 and the budget was adopted on June 25, 2013. This budget balances services and programs to address the many needs of our dynamic community within the context of diminished resources. The budget pressures presented to the City of Glendale has led to redefining the way services are delivered to our residents. This has translated into trying to maintain service levels with fewer resources. A variety of strategies have been employed that were aimed at being more cost effective in our approaches. These strategies included restructuring and consolidating several departments and related operations, employee concessions, revenue enhancements and fee increases, a hiring freeze, reduction of vacant positions, program reductions which included layoffs, and finally retirement incentives. During this prolonged economic crisis, the City Council and staff have wrestled with the needs and values of the organization and community in order to maintain a balanced budget. However, this budget does give high priority to an array of services and programs across all of the City's operations with a focus on structural or long-term cost reduction. After significant cuts and restructuring so dramatically over the last several years, it is a relief to be able to see a light at the end of the tunnel. For the upcoming year, we were able to prepare an operationally balanced budget without massive restructuring or cost reductions. While there is still



CITY OF GLENDALE

BUDGET MESSAGE

work to do to achieve structural balance, we believe the framework has been established to reach this goal within the next five years.

FY 2013-14 BUDGET OVERVIEW

The table below provides a summary comparison by major fund type, including the General Fund. The information provided here and throughout the budget document includes the actual expenditures for FY 2011-12, the original budget for FY 2012-13 (adjusted for balancing strategies), the revised budget (includes all budget amendments approved by City Council) for FY 2012-13, and the adopted budget for FY 2013-14.

Total Appropriation Summary

Fund Type	Actual 2011-12	Adopted 2012-13*	Revised 2012-13	Adopted 2013-14
General Fund	\$ 237,743,876	\$ 165,498,883	\$ 170,086,188	\$ 170,731,906
Special Revenue	227,773,062	95,257,252	102,309,610	89,983,396
Debt Service	36,207,650	3,792,062	3,792,062	4,092,062
Capital Improvement	26,391,002	15,166,120	16,699,377	15,465,798
Enterprise	314,195,086	336,465,217	342,562,082	364,771,055
Internal Service	73,754,864	81,302,867	91,480,344	92,897,508
All Funds	\$ 916,065,540	\$ 697,482,401	\$ 726,929,663	\$ 737,941,725

*Note:
Adjusted for Balancing Strategies

The budget increase in the General Fund, when compared to last year, is mainly attributable to a structural accounting change related to Glendale Water & Power; an increase in the PERS rate for miscellaneous and safety employees, and funding for the retirement incentives that were implemented last summer. Overall departments once again froze their Maintenance and Operation budgets, Internal Service Fund rates were held neutral relative to last year, and there were modest increases in employee salaries (step increases and contract negotiated cost of living adjustment for the Glendale Fire Fighters Association) and employee benefits such as medical, dental, and vision costs. In the last two fiscal years, respectively, the City Council has had to cut \$18 million and \$15 million from the General Fund, which has put considerable strain on the overall organization. It should be noted that for the first time since the recession, there is no estimated savings used to balance the General Fund budget. This is significant as it indicates that all of the strategies implemented over the last several years have begun to take root and helped the City sustain an operationally balanced General Fund budget.

The restructuring the City has undergone, particularly in the General Fund, has left the City in a relatively "good" position heading into FY 2013-14. Based on our revenue and appropriation estimates, we anticipated a minimal budget gap of approximately \$1.2 million, which was remedied by a one-time property tax distribution from the State as a result of a debt payment made by the Glendale Successor Agency. This is a vast improvement relative to last year when we had to close a \$15.4 million budget gap. The primary takeaway is that, despite the State of California's budget issues and the slow economic recovery, Glendale is finding ways to thrive in the wake of the Great Recession. Glendale has led the way in the areas of pension reform and compensation reform in order to help ensure that operating costs do not crowd out service provision to the community. This is not by accident, but rather it is a reflection of

CITY OF GLENDALE

BUDGET MESSAGE

our employees' professionalism and dedication to the people they serve, through the City Council's vision, leadership, patience and discipline.

The financial pressures are not limited to the General Fund. For Special Revenue Funds, program cuts at the State and Federal levels have reduced the amount of grant funding we will receive, most notably in the Community Development Block Grant (CDBG) Fund. The General Fund Capital Improvement program has been significantly scaled back over the last several years. Enterprise Funds budget increases mainly in Electric and Water Utility Funds as Glendale Water & Power is tasked with improving and updating an aging infrastructure to continue to provide residents with high quality service. And lastly, as noted in prior years, we still have significant fund balance deficits in several Internal Service Funds most notably in Workers' Compensation, Employee Benefits and Retiree Health Savings Plan.

Part of the General Fund strategy is to start the process of funding the Capital Improvement Fund (401). Starting in FY 2012-13 and continued for FY 2013-14, 1% of the sales tax was transferred into the Capital Improvement Fund and we will look to increase this funding in future years. The City will continue to seek new funding sources to augment existing grants and community programs. Over the next several years, Management will also continue to address the Internal Service Fund deficits through gradual rate increases to the General Fund and other Funds, as well as pursue new revenues when deemed appropriate.

The elimination of redevelopment agencies in California has wiped out a major source of revenue that cities relied upon to rehabilitate blighted areas, repair aging infrastructure, and to fund affordable housing. After the Glendale Redevelopment Agency dissolved in February 2012, the City elected to serve as the Successor Agency for the former Redevelopment Agency. The Glendale Successor Agency is responsible for winding down redevelopment & housing operations, paying off debt service, and completing certain remaining infrastructure construction and community development activities as included in the State's approved Recognized Obligation Payment Schedules (ROPS). As Glendale emerges from the disruption and fiscal angst caused by the dissolution of the redevelopment agencies by the State, it has an opportunity to revise its economic development effort from one focused on the built environment to a more programmatic approach to developing the local economy, improving the business environment and assisting businesses to grow and prosper. As such, in July 2013 the City Council authorized the formation of the *Local Economic Development Agency (LEDA)* which will be dedicated to the improvement of Glendale's local economy.

GENERAL FUND RESERVES

As of the date of the last audited financial statements (fiscal year ended June 30, 2012), the General Fund unrestricted reserve was \$59.0 million, which represents 35.6% of FY 2012-13 General Fund appropriations. With the adoption of the FY 2013-14 budget, the anticipated General Fund reserve will be approximately 33% as of June 30, 2014. It should be noted that the General Fund reserve levels have historically been maintained above 30% in accordance with the current reserve policy (a floor of 30% with a target of 35%) adopted by the City Council.

EFFECTS OF ECONOMY

The U.S. economic growth has been averaging around 2% annually indicating the recovery from the great recession has been one of the slowest on record. The impacts of the Federal budget sequestration on grant funding, higher taxes on payrolls and upper income households, the weak global economy, and implementation of the Affordable Care Act will keep growth from accelerating faster in the short term. California's economy has gained considerable momentum over the past year, as strong growth in the technology sector has been joined by gains in tourism, entertainment and a rebound in home sales and

CITY OF GLENDALE

BUDGET MESSAGE

residential construction. Overall, economic activity in California is now growing in line with its historical trend, something relatively few states have been able to accomplish during this subpar economic recovery. California's unemployment rate fell to 8.5 percent in June and has considerably closed its gap relative to the nation.

California's economic recovery could best be described as "bifurcated" in that some regions and sectors are recovering quicker than others. Job growth has been more prominent in coastal communities in the knowledge, technology, and trade/export sectors of the economy. While unemployment in California, particularly in Los Angeles County, will continue to lag behind the national average, it is slowly moving in the right direction at the state and local levels. California's unemployment rate has decreased over the past year from 10.6% to 8.5%. Unemployment in Los Angeles County experienced a similar decline over the past year from 11.1% to 9.7%. On the national level, unemployment declined from 8.2% to 7.6% over the same time period. While it will still take several years to return to the pre-recession job levels, unemployment rates are heading in the right direction. Most industries are expected to add jobs in this coming year and next, including government and manufacturing but at a slower pace. Los Angeles County's unemployment rate is expected to fall, reaching 7% by 2016. As the labor market heals, sales tax receipts will respond with modest growth in 2013 and beyond.

Although Glendale's economic base is diversified with strong retail and financial services, the variety of issues in the economy involving the housing market, financial institutions, credit markets, consumer confidence, and the State budget issues has impacted Glendale. This has led to revenue stagnation in some of the major revenue sources in the General Fund including sales tax, property tax, and utility users' tax, as they are economically driven and were significantly impacted by the recession. While some leading indicators point to an economic recovery on a national level, it has and will continue to take time for the recovery to trickle down to local levels. This slow revenue growth combined with the dissolution of Redevelopment Agency has put a strain on the amount of resources available to the City, particularly in the General Fund. Suffice to say, revenue growth has not kept pace with the growth in expenditures. The City has made every effort to become more cost effective in our service delivery approaches while trying to minimize the impacts to service level.

On the bright side, the economy is showing signs of recovery at the local level. Due to rising consumer confidence, improvements in the housing market, increased construction activity and a reduced rate of unemployment, Glendale is forecasting modest growth in key General Fund revenues such as property, sales, and utility users' taxes for the upcoming year. Overall the City has remained cautiously optimistic in its forecasting due to the uncertainty of the impacts of the federal sequestration on the economy and the decisions made at the state level that will invariably impact Glendale. Long term growth rates for General Fund revenues are projected to grow rather modestly, averaging about 2.3% annual growth over the next five years. A discussion of major revenue sources is included in the *Resources & Appropriations* Section.

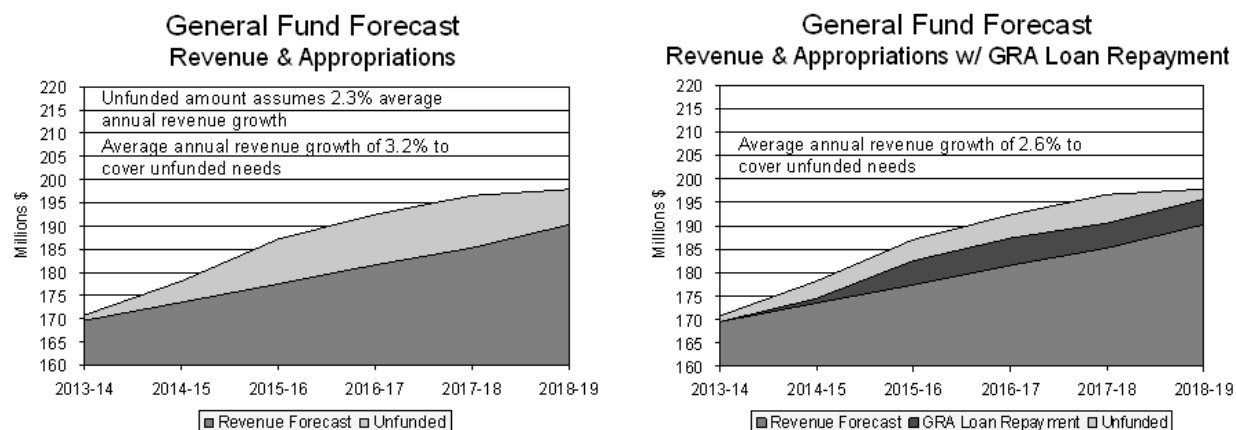
FIVE-YEAR FINANCIAL FORECAST

In recent years, forecasting has taken a vital role in Glendale's budget planning, prompting us to make appropriate budget adjustments during the year to successfully meet challenges. Many variables were taken into consideration as we do not know what the future holds or what our actual revenues will be. It is difficult to predict economic booms or bursts that will impact the forecast. Revenue estimates are conservative and assume no voter approved revenue increases. Expenditure estimates are equally conservative as no salary adjustments were factored. We do have some control on how to fund certain future costs such as health care and other post employment benefits (OPEB) and to a certain extent the City's pension obligation with the Public Employees' Retirement System (PERS).

CITY OF GLENDALE

BUDGET MESSAGE

Based on our conservative assumptions, our five-year forecast gives us a path towards achieving structural balance while outlining the challenges that lay ahead. The good news is that all of our costs – operational (day-to-day staffing and maintenance & operation), long-term employment obligations (PERS and OPEB), organizational infrastructure (Internal Service Funds), and capital replacement – can largely be met by even modest and sustained growth in our revenues. The bad news is that meeting all of these obligations requires an average 3.2% annual revenue growth rate in the General Fund; while our expected average annual rate is 2.3%. The past several years have reinforced an important lesson: the fulfillment of expectations is an elusive and unpredictable goal that dictates reasonable restraint in our future planning. With the potential loan repayments from the former Glendale Redevelopment Agency (GRA), in the “out years” of FY 2018 and FY 2019 we are projecting relatively small deficits of \$6 million (about 3% of projected GF appropriations) and \$2.1 million (about 1%), respectively. Given that our funding of OPEB, internal service funds and capital improvement is discretionary, however, we believe that the City will remain operationally balanced. Yet in order to achieve and maintain a structural balance (wherein all of our ongoing costs are met by ongoing revenues), Glendale must continue to focus on fiscal discipline as we’re challenged to think of new ways to restructure and reshape our organization and consider the policy intersection of service provision, cost of doing business, revenue generation and quality of life.



These future projections do not presently assume any compensation increases for employees beyond those which have been previously agreed upon. This economic assumption was necessary to develop a comparative baseline – after all, revenue and appropriation estimates provided today will always change over time. Therefore, it is awfully difficult to assign a value to future increases. Likewise, it is not realistic to presume that salaries and benefits will remain flat for an extended period of time while we endeavor to deliver the same level of service. The five-year financial forecast does give us a reference point to draw from. Roughly three-fourths of the City’s operational (non-capital, non-energy purchases) are personnel related. We are a service business, after all, and so goes our people costs, so goes our cost-efficiency. Our employees at large have already participated in the compensation restructuring efforts that pushed Glendale to the forefront of municipalities. Over the years we have been increasing employees’ contributions towards pension and medical benefits. In addition, many of our employees have gone 5 years without any kind of salary increase despite increasing costs affecting their personal household budgets (understanding, of course, that while individual salaries have not generally increased, rising PERS and other employment costs have in fact increased the value of the total compensation paid for our employees). System-wide cost increase needs to be matched with an ongoing revenue increase. To the extent that our revenues outpace our projections; or we are able to reduce current costs through innovation, reorganization, or refining our business processes; or we are able to cultivate new revenue streams; we will have the ability to increase compensation throughout the organization. If we cannot realize these new revenues and/or savings, then it will be difficult to increase the pressure upon the City

CITY OF GLENDALE

BUDGET MESSAGE

budget from our single largest cost-driver: employee compensation which includes base salaries, PERS, health care and employment costs.

The economy is improving and our indicators are finally all trending positive. However, the State of California continues to hold hostage local economic development resources without any hint of a plan to try and put people back to work while simultaneously layering more unfunded mandates upon cities in the critically important arenas of public safety and environmental preservation. And while it is a sad truth that we actually expect the State to undermine our efforts, a more systemic threat emanates from within. As the impact of the recession ebbs and economic vitality creeps back into a more normalized growth pattern, the temptation to return to a pre-Great Recession paradigm represents perhaps the greatest challenge to our continued progress. Restoration of previous benefit standards and cost structures will effectively undo all of the progress that has been made over the last years.

FUTURE OUTLOOK

Despite the relatively positive news in a period of economic uncertainty, we still face an interesting challenge in the coming fiscal year: landing between a balanced year wherein we won't have to struggle mightily to balance our budget, and a future in which we can see the foreboding shapes of challenges to come. Like other cities, Glendale shares the challenges of lost Redevelopment funding and rising healthcare and pension costs. Perhaps the most significant challenge on the horizon is the expected rise in pension costs - by as much as 50% by FY 2019-20 – due to changes in the PERS actuarial assumptions. Other challenges include shoring up our Internal Service Funds, providing a stable funding source for General Fund Capital Improvement Projects, and implementing a long term funding strategy for the City's other post employment benefits. While FY 2013-14 looks to be an "easier" budget year than the previous three, the long term organizational decisions to be made and the need to encompass our entire organization in the evolution of Glendale will surely add a unique layer of complexity and difficulty.

Moving forward, our continuing challenge is to minimize the negative impact on our community and customers from the recent restructuring and ensure value to the taxpayers. Glendale's value proposition is the combination of the Council's priorities, the City's strategic goals and key performance indicators. Council ultimately sets the tone, the vision and the policy for the City. During this year's budget process, Council has reaffirmed the following priorities (see *Attachment A* to this message for detailed description):

- Fiscal Responsibility
- Exceptional Customer Service
- Economic Vibrancy
- Informed & Engaged Community
- Safe & Healthy Community
- Balanced, Quality Housing
- Community Services & Facilities
- Infrastructure & Mobility
- Arts & Culture
- Sustainability

These *priorities* have given rise to Departmental strategic goals that will alter, for the better, the way we deliver service and do business. These are goals that best indicate whether Departments had a "successful year". These goals are essentially the *outcomes* that we will strive for in the upcoming budget year. The key performance indicators provide a vehicle to measure our progress. They are the *outputs* in that they tell us what we are doing and how we are doing it.

Taken as a whole, the Council priorities provide the framework, the strategic goals give us our themes, and the key performance indicators, as listed in the *Strategic Goals* section of this document, measure the details. The management and measurement of our performance will help to bring clarity amid this period of uncertainty. During last year's budget process, we indicated that FY 2012-13 was our year to

CITY OF GLENDALE

BUDGET MESSAGE

make reductions, reorganize, and deliver services in a new way; and FY 2013-14 will be an opportunity to observe our new structure, evaluate it, and make adjustments as needed. In consideration of goal attainment and our Key Performance Indicators, it appears that we have made adjustments where needed and have met our organizational targets and goals.

As Glendale continues to streamline its costs and strategic goals, quality of service and continuity are important - our customers must sense *value*. The organization must endeavor to have collaboration and meaningful communication with the community. The departmental restructuring will result in fewer people striving to provide as much or more services to the community. With Council's vision and a team of high-quality, ethical professionals; our value proposition to the community is renewed and has once again shaped this year's budget process. The FY 2013-14 budget is the new baseline, which is our new reality.

CONCLUSION

The FY 2013-14 budget for the City of Glendale is balanced with projected revenues and resources to support all projected expenditures. As in the past, this budget serves as the City Council's policy for providing the Glendale community with City services. At the same time, it serves as the City's financial plan for the year. This budget is reflective of the City Council and staff's desire to continue to improve upon existing programs and services – even in these most difficult of economic times. The goals of the City Council, along with the dedicated City staff who provide high levels of service to the community, continue to make Glendale a premier city and a most desirable place to live, work and play.

My appreciation to all the Department Heads and Budget Officers who worked on this year's budget, and especially to Yasmin Beers, Assistant City Manager; Robert Elliot, Director of Finance; Jason Bradford, Finance Administrator, the Finance Budget Team; and again tremendous thanks to the Mayor and City Council Members for your continued leadership throughout this year's budget process.

The FY 2013-14 budget poses many challenges and I look forward to working with you on implementing the goals set forth in this budget.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'S. Ochoa', with a stylized flourish at the end.

SCOTT OCHOA, CITY MANAGER

CITY OF GLENDALE

BUDGET MESSAGE - ATTACHMENT A

CITYWIDE STRATEGIC GOALS AND CHARACTERISTICS

Fiscal Responsibility

As financial stewards of the City of Glendale, all employees throughout the organization are tasked with operating their programs, departments, budgets, etc., in a fiscally responsible manner. We have a fiduciary responsibility to the residents of the community to ensure assets and resources are properly safeguarded and deployed in safe and efficient manner. It is a responsibility that is shared by all employees throughout the organization and we are committed to and held to a high stand of ethical behavior, especially in regards to financial matters of the City. We are committed to ensuring we are transparent in all matters relating to the finances of the City. In addition, we have implemented proper internal controls to ensure assets and resources are used in accordance with the approved budget.

In summary, financial responsibility is something that all employees take seriously and this is evident in all that we do. We strive to maintain the public's confidence and trust that we are properly safeguarding and deploying the City's precious resources in a prudent and fiscally responsible manner.

Exceptional Customer Service

In light of our budget strategies and impending staff reductions, we must continue to be empathetic problem-solvers, exhibiting respect and a sincere desire to aid our residents and customers. We are committed to providing our diverse community with quality services. As in any successful organization, Glendale's customer service principles focus around three main elements: speed, quality, and customer satisfaction.

Economic Vibrancy

One of the City's major goals is fostering an environment that supports a diversity of vibrant businesses and job opportunities that are supported by a skilled labor force and a fiscally prudent and financially healthy government. In order to achieve this goal, the City strives to attract an appropriate mix of business and residential land use and maintains a balance between the City's workforce and housing. This is primarily achieved through a healthy collaboration between businesses and the City. The City also seeks opportunities for the creation and attraction of high wage/high growth employers and works towards the retention and expansion of local businesses. Finally, in an effort to maintain Glendale's financial viability, the City prudently maintains adequate resources and reserves for City provided services.

Informed & Engaged Community

Earning and maintaining the public's trust is by far one of the greatest priorities for the City. As such, City officials consistently strive to conduct the business of government in the best interests of the public with integrity, openness, and full inclusion of the community. This includes ensuring that the City's decision-making process includes and is respectful of public engagement, offering multiple opportunities to create an informed community, and delivering excellent customer service within each and every City operation so that residents and visitors maintain a positive perception of city government.

While the area of education is primarily within the jurisdiction of the Glendale Unified School District, the City is actively involved in the creation of comprehensive, quality educational opportunities for all segments of the community. This is achieved by providing high quality, engaging libraries that are actively used by the public along with collaboration with outstanding educational institutions that have

CITY OF GLENDALE

BUDGET MESSAGE - ATTACHMENT A

high student achievement rates. Finally, the City is focused on providing enriched life-long learning opportunities through programs offered by the Community Services & Parks Department.

As one of its ongoing efforts, the City continually focuses on maintaining and developing a community that is well-planned and a public environment that is attractive and properly maintained, thereby creating a highly aesthetic appearance within the City. To achieve this goal, City staff ensures the development and maintenance of a contemporary and comprehensive General Plan. Strategically, the City is focused on undertaking a coordinated approach to properly maintaining its infrastructure, and responsibly enhancing landscapes and streetscapes consistent with environmentally friendly practices. Finally, the City is focused on recognizing its historic and cultural resources so that residents can continue to take pride in their neighborhoods and community. To ensure success, emphasis is placed upon a planning process that is transparent, dynamic, fair, predictable, and understandable.

The City of Glendale actively strives to encourage a sense of belonging for the entire community where residents take pride and responsibility for their City and neighborhoods. It is vitally important that residents feel a part of the community and participate in the governmental processes that affect their lives. As a result, City policies are designed to encourage neighbor interaction and community building through the creation and maintenance of common community spaces. To further achieve this goal, community events and activities aimed at building a “sense of community” among residents are routinely held throughout the City.

And finally, the City of Glendale is focused on developing and maintaining the required technology to support local businesses, to enhance our service delivery to the public, and to foster better access to technology and information. As part of these efforts, City staff has developed electronic applications by utilizing reliable mainstream technology, such as the Internet, in order to communicate with residents and businesses. Many of the City’s processes have been streamlined, which not only provide for more effective interaction with the public but also helped to reduce the City’s operating expenses.

Safe & Healthy Community

As one of the top ten safest cities in Los Angeles County, the City is proud to offer a community that is physically safe, free of blight, and well prepared for emergencies. Glendale’s Fire and Police Departments are dedicated to a shared public safety mission to ensure that community members and visitors are safe and secure. As a top priority, many of the City’s departments are actively involved in the community by helping to educate, prepare, and build the required capacity to respond to local and statewide disasters. Finally, City staff is committed to ensure that houses, buildings, and other infrastructure, such as sidewalks and roadways, are safe and free of blight.

As one of its goals, the City of Glendale takes pride in offering a physically and mentally healthy community where residents have access to quality health care services through the support of our local hospitals and fire paramedic services. The City also promotes health and well-being by offering educational and therapeutic services through the Community Services and Parks Department as well as the administration of Community Development Block Grants that are provided to local service providers.

Balanced, Quality Housing

As one of the fundamental elements of a healthy and stable community, the City is committed to providing a balanced mix of housing opportunities for current and future residents. We strive to provide affordable housing to all segments of the population including growing families, the elderly, single individuals, the disabled, and the homeless. While part of the City’s strategy includes the development of new housing, the City remains committed to the preservation of existing housing as well. Much of the

CITY OF GLENDALE

BUDGET MESSAGE - ATTACHMENT A

City's success in achieving this goal is attributable to effective land use and zoning regulations that promote housing development, as well as the development and maintenance of adequate infrastructure to support current and future housing needs.

Community Services & Facilities

The City of Glendale is committed to providing parks, community centers, open space and a well-maintained trail system that enhances the character of the community and offers personal enrichment and recreational opportunities for members of the public. As part of our ongoing efforts, the City is focused on providing sufficient parkland, playing fields, recreation facilities, and open space which is equitably distributed throughout the City. Other areas of regular attention include ensuring that parks, parkways, and community centers are well-maintained, visually appealing, and safe for public use. The City of Glendale consistently strives to maximize services and programs available to residents by ensuring that all community facilities and parks are accessible to all.

Another of the City's primary strategic goals is a focus on community services and facilities that address the diverse needs of the community. This includes the delivery of quality services and the preservation, development, or expansion of community centers (i.e. parks, libraries, senior centers, etc.) that are geographically located in places of greatest need and accessible by all residents. In addition, emphasis is placed upon providing excellent customer service and the ability to be adaptable and responsive to the changing needs in the community.

Infrastructure & Mobility

A significant goal for the City is the existence of a well-planned and comprehensive transportation system that enhances mobility through the development of infrastructure, technology, and public transit. This includes a safe, efficient and well coordinated multi-modal circulation system within the City that is appealing, affordable, accessible, and provides effective regional connectivity. Through the implementation of effective land use strategies, the City is focused on the reduction of congestion, air pollution, and noise resulting from its public transportation system. City officials are consistently focused on enhancing roadway safety through effective engineering, enforcement, and education to the public. Lastly, the City will continue to plan and maintain its infrastructure in a responsible and cost effective manner.

Arts & Culture

The City strives to establish a rich variety of arts and cultural experiences throughout the community. This includes the creation and support of diverse art and entertainment venues including theatres, galleries, museums, literary events, community festivals, and public art. The City attempts to support and promote local artists and arts organizations through the initiation of local arts and cultural events aimed at promoting the diverse cultures present within the community. As a long term goal, the City aims to promote education and participation in the arts by providing access to quality art experiences for the entire community. As a result of strong leadership and support, the City strives to implement ongoing programs to recognize the City's cultural heritage while planning for its future.

The City is proud to be a community that values, celebrates, and engages the City's rich diversity. Much of our success is attributable to the following:

- Diverse and representative workforce within the City
- Businesses and services that serve the needs of our diverse community

CITY OF GLENDALE BUDGET MESSAGE - ATTACHMENT A

- Diverse representation on City Boards, Commissions and Committees
- Special events that recognize and celebrate the City's diversity
- Availability of multi-lingual City materials for public use
- Compliance with ADA and related accessibility requirements

Sustainability

One of Glendale's primary goals is the development of sustainable City principles either as a separate document or integrated into various elements within the City's General Plan in an effort to protect the quality of air, water, land and other natural resources located within the City's boundaries. Emphasis is placed upon conserving native vegetation, wildlife habitats, and preserving other ecosystems by minimizing human impacts. Additionally, the City continually complies with environmental laws and regulations and actively monitors its waste management, water, and electrical operations on an ongoing basis.